Coral Reefs: Communicating Their Value, Safeguarding Their Future

Final Report to National Oceanic and Atmospheric Administration Coral Reef Conservation Program

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SeaWeb

Leading Voices for a Healthy Ocean

I. Executive Summary

In response to NOAA's Broad Agency Announcement (NOAA-NFA-NFAPO-2010-2002272), SeaWeb proposed to work in partnership with NOAA's Coral Reef Conservation Program (CRCP) to develop outreach and communication strategies to enhance the protection of coral by motivating behavioral and policy change through strategic communications and social marketing*.

In 2007, a panel of experts in coral reef resource science and management assessed the effectiveness of NOAA's CRCP. In response to the panel's report, the CRCP developed a "Roadmap for the Future." A key component of the roadmap was fostering the development of management priorities in all of the U.S. coral reef jurisdictions and conducting capacity assessments to achieve these priorities. The jurisdictions responded by working with CRCP staff and consultants to identify local priorities and where those priorities overlap with CRCP priorities, namely, priorities that addressed the threats of climate change, fishing and land-based pollution.

The roadmap also noted the need for strategic communications and social marketing to ensure that priorities are achieved and that change is sustainable. There was recognition that communications efforts in the past have not consistently produced critical public support, political action or the desired conservation behaviors. The identification of need at the both the jurisdictional level and national level presented a tremendous opportunity to capitalize on the interest on the ground for social marketing and the desire for strategic training and support.

As a communications-based, non-profit organization dedicated to creating a culture of ocean conservation, SeaWeb leveraged its more than a dozen years of experience with successful strategic communications and social marketing campaigns to address the following goals identified in the CRCP's Goals and Objective 2010-2015 report:

- Develop targeted, locally relevant outreach and communication strategies to increase community understanding and support for regulations to protect key coral reef ecosystem species/functional groups and expanded use of marine protected areas.

- Increase public and political awareness and understanding of the ecological and socioeconomic impacts of land-based pollution on coral reef resources to promote better stewardship and informed decisions regarding activities in watersheds that may adversely impact coral reef ecosystems.

To that end, SeaWeb entered a three-year Cooperative Agreement with CRCP to facilitate the development of social marketing campaigns. The following objectives were created and executed to assist the U.S. coral jurisdictions in developing and implementing strategic communications and social marketing communications initiatives.

** Social marketing is the systematic application of social science and commercial marketing techniques to achieve specific behavioral changes for social and environmental good. Social marketing uses the same marketing tactics used to sell products to persuade such behaviors as fastening your seat belt, or using native plants in your backyard.*

- **Objective One:**
  Build capacity for strategic communications and social marketing in coral jurisdictions to ensure local ownership of initiatives and the long-term pursuit and sustainability of activity.

- **Objective Two:**
  Coordinate social marketing campaigns at the state/territorial level to motivate key stakeholders behind conserving and managing coral ecosystems and create the political will for stronger ocean and coastal policy.

- **Objective Three:**
  Leverage completed campaigns to catalyze leadership across key sectors for ongoing conservation efforts and new campaigns to increase management and protection of coral ecosystems.

- **Objective Four:**
  Facilitate peer-to-peer learning on strategic communications and social marketing between U.S. coral jurisdictions.

Under the Cooperative Agreement, two pilot jurisdictions were ultimately selected for social marketing campaigns after SeaWeb's thorough assessment, including a review of each coral jurisdiction's priority-setting documents and extended interviews with CRCP and local jurisdiction leadership. SeaWeb targeted social marketing campaign opportunities that could best advance coral conservation, and in turn, create a campaign model for the remaining jurisdictions. Ultimately, SeaWeb worked to advance campaigns in Hawaii and the Commonwealth of the Northern Mariana Islands (CNMI). (Additional information related to jurisdiction selection can be found in Section I: Activities & Outputs.)

In each jurisdiction, SeaWeb conducted a series of social marketing workshops and meetings to introduce the necessary components of an effective social marketing campaign to establish buy-in of the process, increase participants' capacity to assist in the campaign development and implementation stages, and provide valuable input to the campaign design. Factors addressed included the identification of key decision makers, analysis of market research to assess the current context of issues, social norms, and perceptions, and the barriers that may challenge the audience's ability to engage in the desired behavior. Once the campaign focus was selected, core campaign teams were assembled to ensure that each campaign was truly context-appropriate, locally led and that the outcomes were sustainable.

Through the execution of dynamic and well-researched strategic plans, each campaign reached successful outcomes. In the Commonwealth of the Northern Mariana Islands, the Our Laolao campaign was designed to reduce litter in the Laolao Bay watershed and in turn, create a more engaged and active local community in conservation efforts. The campaign used emotional, value-based messages and storytelling to invigorate engagement. The strategy included partnering with well-respected community members to deliver the campaign message, and creating opportunities for on-site public pledges to influence social norms around the desired behavior. The campaign was supported by TV, print, radio, and

movie theater advertising, as well as public relations tactics to generate earned media.

The campaign strategy development, including local workshops, market research and tools creation, was completed over 12 months. The implementation ran 18 months. The campaign ultimately resulted in a substantial reduction of litter, with a 69 percent decrease in the Laolao Bay watershed in the second year of the campaign compared to the first year. In month-to-month comparisons, Laolao Bay experienced 69 percent less litter in March 2013, compared to baseline measurements taken in March 2012. Three months before SeaWeb's formal involvement in the campaign ended, an 88 percent decrease in litter was recorded in July 2013 compared to July 2012.

In the Hawaii, to reduce polluted runoff entering near shore waters in West Maui and create a more active local constituency of conservation supporters, the West Maui Kumuwai (WMK) campaign persuaded area residents to play a lead role in ensuring the health of their *ahupuaa,* or watershed. To encourage engagement, simple activation points were developed that focused on lawn care practices in residents' homes and in the wider community. The campaign used emotional, pride-in-place messaging and personal, public pledges to the desired behaviors to influence social norms. The messaging was supported with dynamic programs to lower the barriers inhibiting West Maui residents from taking the desired action.

To communicate its messages, WMK utilized storytelling, community messengers, and a multi-media effort which included print advertising, an interactive website, social media platforms, and public relations tactics to generate earned media coverage. The campaign was developed over approximately 12 months, after other initial campaign ideas were vetted and eventually, discarded. After 10 months of implementation, a branded point-of-purchase program called "Ocean-Preferred," attracted four retail stores who joined the effort to highlight fertilizer and pesticide products that are less harmful to marine resources. Three Maui landscapers, who maintain a combined total of 222 acres of residential and commercial properties, pledged to use ocean-friendly yard care practices. More than 700 individuals took direct action with the campaign, including the planting of more than 1,500 native seedlings in community projects.

In post-campaign assessments, partners in each jurisdiction reported an increase in using social marketing strategies in projects, from engaging in strategic planning prior to campaign launches, to conducting market research to identify gaps in information and develop audience-specific messaging. In both jurisdictions, local partners expressed interest in supporting the campaigns beyond the life of the Cooperative Agreement. In addition, the Cooperative Agreement has produced a viable campaign model for the remaining districts, though it is anticipated social marketing capacity building and consensus building among local leaders in the remaining jurisdictions will be required to advance similar campaigns. However, the results of these two pilot campaigns provide strong motivation for such efforts.

II. SeaWeb Social Marketing Model: Activities and Outputs

SeaWeb's social marketing approach is a multi-step process, in which each strategic phase builds upon the previous. These phases include, in order: Market Research, Campaign Team/Partner Development, Goals and Objectives, Target Audience, Behavior Selection, Campaign Branding, Theme and Messaging, Messengers, Tactics and Tools, Timeline, and Measurements and Monitoring.

Developing a social marketing campaign is a staged and often lengthy process. In stark contrast to most traditional campaigns that move quickly to designing tactics and tools, ample time is spent researching the issues, target audiences and barriers to action. This intensive and thorough strategic development process is the primary reason for the marked difference in success as campaigns move to implementation.

In addition, as part of SeaWeb's campaign process, there is a central focus on developing local capacity to design and lead campaigns. To that end, SeaWeb held numerous workshops to provide local partners with training in social marketing and then to apply those skills in developing the Our Laolao and the West Maui Kumuwai campaigns. While SeaWeb is experienced in campaigns, it was critically important that partners who know the local issues and local audiences best shape the goals, messages and activities that comprise the campaign. SeaWeb's role was to facilitate the process. Once trained, local partners populated the plan with culturally appropriate strategies.

To best share the learning and accomplishments of this process, and the work completed under this Cooperative Agreement through this final report, the following elaborates on the activities and outcomes for each campaign in a Case Study format, breaking down the components of the campaign into individual sections. That is followed by Lessons Learned, which shares additional insights that are valuable to any future efforts and finally recommended next steps. Please note the semi-annual progress reports provide a more detailed account of the work under this grant.

A. Our Laolao Campaign

Laolao Bay is located on the south eastern shore of the island of Saipan in the Commonwealth of Northern Mariana Islands (CNMI). The bay is one of CNMI's most valuable and most visited natural wonders, with deep cultural and historical significance to local residents. According to archeological investigations, the bay saw its first residents by at least 1050 B.C.; this is among the earliest known record of human occupation in the Northern Mariana Islands. Its rich biodiversity includes more than 100 coral species, several of which are found only in the Mariana Islands. Laolao Bay is a sea cucumber sanctuary as well as a nesting ground for the endangered green sea turtle.

Three watersheds have direct influence on Laolao Bay waters, including Laolao, Dan Dan, and Kagman. Together, the three watersheds cover 6,109 acres (DEQ GIS Specialist & USGS Shed GIS layer). Multiple activities take place in the bay. These include: residential living; agricultural use; cattle grazing; commercial and institution use (schools and churches); and recreational use (diving, fishing, hiking, swimming, family barbecues). (CAP, 2009)

In 2008, a Conservation Action Plan (CAP, 2009) meeting was held with multiple

government agencies and a local nonprofit to establish a management plan for Laolao Bay due to its status as a focal point for CNMI coral reef management. One objective identified in the CAP process was the development of a social marketing campaign to address priority threats in Laolao Bay (CAP, 2009; Houk, 2000).

With a social marketing campaign identified to further Laolao Bay conservation, Saipan was designated as the ideal pilot location under the Cooperative Agreement.

1. Focus on Litter

Litter does not have the greatest impact on Laolao Bay. However, in market research, bay users named littering as the second threat to the bay (a close 1 percent behind erosion and runoff). Key interviews and group discussions with CNMI staff supported that littering is a social norm on Saipan that needed much attention.

Regarding erosion, although the Bay's steep upland areas cause runoff during storm events, a multiple-agency effort to address these issues (via revegetation and road improvements) was politically supported and already underway. Further, only a small number of landowners could be engaged in a behavior change campaign to address the main sources of erosion. This meant a secondary goal of CNMI agencies, to create a more active local constituency for conservation, would be difficult to meet as few people would be directly engaged in the campaign ask.

A campaign focused on littering behavior had the following benefits:

- Bay users identified the issue as a key threat to Laolao Bay.
- The behavior would engage all users of Laolao Bay.
- Littering requires one action: to place trash in receptacles, versus behaviors that require multiple steps to achieve the final desired outcome.
- The behavior was easy enough to do, and would allow for a ladder strategy in which a behavior with few barriers was pursued first, and additional behaviors would be introduced after the audience was motivated for further commitments.
- Three receptacles were already located at the Bay, satisfying the greatest barrier to comply with the behavior.
- Littering behavior is visible to the public and could be modeled and promoted by influencers.
- The amount of litter at Laolao Bay could be measured pre- and post-implementation to identify campaign success.
- Engaging in the desired behavior would offer an immediate benefit of clean beaches, versus other environmental behaviors that may take years to show the reward (the "exchange" in social marketing).

2. Setting Objectives

Local agency staff and key informants wanted the campaign to aim to increase CNMI community engagement in conservation and create a sense of responsibility for its natural resources. Once this was accomplished, the initiative would have the potential to further engage stakeholders in additional behaviors.

At the time of the campaign, multiple environmental messages aimed at different behaviors had long been saturating the island's small media market. The need for a campaign that would cut through existing messages and motivate stakeholders with a direct "ask" was of utmost importance. The following objectives were created for the campaign:

1. To reduce the amount of found litter in the Laolao Bay watershed
2. To shift the social norm of littering
3. To increase CNMI community engagement and ownership in conservation initiatives
4. To develop a campaign framework that could be used for future conservation campaigns throughout the Commonwealth.

Though not a direct goal of the campaign, SeaWeb also aimed to create local capacity for future social marketing campaigns led by CNMI staff to satisfy the Cooperative Agreement.

3. Getting Informed

In efforts to understand the target audience—how the audience viewed the issue of littering, what were the barriers to action, and what values and messages appealed to them—SeaWeb conducted extensive market research. This research included a literature review of past stakeholder surveys, such as the PRIDE Campaign Evaluation Survey and the SEM-Pacifika Study which surveyed 155 visitors to Laolao Bay; a review of case studies exploring the behaviors and root causes of littering; an island-wide household telephone survey of 522 Saipan residents; and intensive one-on-one interviews with key individuals in CNMI.

A review of case studies related to littering behavior revealed key insights that were applicable to littering behavior in Laolao Bay.

- Littering rates decrease as the convenience of using a proper receptacle increases. (Bator et al. 2013)
- One of the largest factors affecting a person's decision to litter is the condition of the physical surroundings. Individuals are substantially more likely to litter in a dirty or already littered environment than in a clean one. (Cialdini et al. 1998)
- Sanctions or threats can undermine intrinsic motivation**,** i.e. the motivation to do something based on enjoyment (Sansone and Harackiewicz, 2000). As a result, any change in behavior that results from threats or sanctions is likely to be specific to the behavior at hand and not generalized across situations, and also limited in the ability to generate long-term results.
- Numerous studies have shown that social norms play a powerful role in an individual's decision to litter.

Research conducted during the 2009 SEM-Pacifika Study, and in the household telephone survey, found that in CNMI, littering was a problem irrespective of age, gender, or ethnicity, and that littering occurred commonly in coastal areas, around barbecuing and recreational sites. Research also showed that some individuals expected government agencies to collect the litter left behind, and as a result they felt little motivation to pick up their trash.

Research further revealed three potential contributing factors to the issue of littering in Laolao Bay: A social norm that condones littering behavior, a lack of infrastructure for litter disposal, and low rates of enforcement of littering regulations (SEM-Pasifika Study, 2009).

Two workshops were specifically held to discuss the implications of these findings and to develop the campaign's theme and message and identify its messengers and tactics. This was done through an extensive, collaborative vetting process with partners. The campaign team, which consisted of government agencies, and local nonprofits, utilized their intimate understanding of the CNMI community, and Laolao Bay users in particular, to shape the campaign strategy to fit this target audience.

4. Campaign Theme

Based on market research conducted, which included testing of messages and perceptions around littering and the environment, five potential campaign themes emerged. The local campaign team was critical in assessing what would resonate with a local audience and as importantly, what would not. Of note, a theme with an environmental message, such as, "Litter hurts marine life," was rejected due to keen insight from local partners that, "The market is already saturated with marine messages," and "The message is missing a personal link."

Similarly an economic message was not supported, such as "Littering has a negative effect on Saipan's visitor industry and economy." The reason given: Economic messages in Saipan, particularly during economic downturns, tend to be received as pleas to help tourists, and not locals. One participant stated poignantly: "The tone should be about what 'we' want, not what tourists want. It's shallow and superficial."

Instead, a pride/special place theme was chosen because of its ability to communicate the sacredness of the place. The objective was to make Laolao Bay an area that a person would never litter in because it meant too much to local culture and identity. The theme had the potential to reach different groups through storytelling from different community leaders and could demonstrate personal connections to Laolao through those stories.

5. Messenger Approach

SeaWeb and the local campaign team chose a theme that also promoted non-traditional spokespeople from the Bay, such as fishermen, community leaders and cultural leaders. These individuals have a great amount of credibility with stakeholders and more likely lead to wide interest and buy-in in efforts to conserve Laolao. This approach, focusing on the messenger as well as the message, has been a central component of nearly all SeaWeb's social marketing campaigns and is critical in many of the US Coral Jurisdictions, which present complex social dynamics between the perception of what is local and what is not. Additionally, by highlighting the actions of local individuals, it reinforced to community members that their peer group was engaging in the new anti-litter norm behavior. The campaign spokespersons received media training to prepare them to represent the campaign and promote a unified message.

6. Tactics and Tools

The selection of "pride" and "sacred place" as campaign themes and the focus on a messenger approach translated into a powerful strategy for the campaign that served as its foundation for activities and messaging throughout its implementation phase.

As noted above, the content throughout the campaign focused on individuals and their personal relationship with Laolao Bay. Much of the campaign content distributed through

traditional and online vehicles showcased people's "pride" for Laolao through their activities, such as a fisherman who explains that Laolao is where he learned how to fish, or a priest who recalled his childhood swimming hole. This inspirational approach highlights the many personal benefits of Laolao Bay, from subsistence to recreation, and avoids the trappings of pure environmental or economic messages, which as noted had either oversaturated the market or potentially had negative connotations. In short, the message was preserving Laolao is not just about fish and forest; it is about preserving a way of life in CNMI. This was the central strategy of the campaign.

In the implementation of that strategy, a suite of activities were designed to stretch limited dollars, including maximizing earn media opportunities and creating messaging that could go "viral," i.e., when a message/tactic spreads by word of mouth, exchanged from person to person, or through social media. To that end, tactics elevated unique voices (through the campaign website, contests and events) that share the deeper value of the Bay, beyond its biodiversity. Collateral materials were also created, such as t-shirts, stickers, brochures, and press kits to aide campaign promotion.

To capitalize on the power of peer pressure and social diffusion the campaign created a "Share Your Pledge" activity that photographed individuals or groups with a chalkboard sign featuring their name and a pledge not to litter at Laolao. Polaroid photos of these individuals taking the pledge were displayed in print ads, social media channels, and on a large portable pledge board displayed at outreach events at Laolao Bay and at CNMI public events. This action helped ensure individuals uphold their pledge by holding them publically accountable while also encouraging their peers to take the pledge themselves.

In an effort to align campaign activities with existing programs and resources in CNMI, SeaWeb worked closely with campaign partner Mariana Islands Nature Alliance's (MINA) community stewardship volunteers, known as Tasi Watch. This group of young adults from villages within the Laolao Bay watershed regularly monitor visitor activity and collect litter at Laolao Bay. Their presence at the Bay helped to convey a sense of consistency in terms of the campaign's anti-litter message and model the desired behavior.

Activity Highlights include:

- Guerilla marketing teasers in the form of chalk stencils to generate buzz for the campaign launch.
- Flash mobs with anti-litter themes.
- A surprise anti-litter commercial premier during a Mixed Martial Arts (MMA) event featuring a popular MMA fighter knocking out a "Litter Monster."
- Permanent signage at Laolao Bay with campaign messaging, promoting Laolao as a special place.
- Campaign champions appearing on popular local radio shows.
- A campaign created, student-produced and hosted monthly radio show on local radio station KKMP, highlighting campaign activities and core messages.
- Our Laolao Story Contests designed to highlight personal stories, as well as the rich cultural history of the Bay.
- Participation in popular community and school events (e.g. Flame Tree Festival).

- Beach cleanups with Tasi Watch to collect litter data and create litter-free beaches, which studies have shown discourages littering behavior.
- The Share Your Pledge activity at multiple community events, and at Laolao Bay.

7. Advertising

To keep the campaign brand top of mind, SeaWeb maintained the visibility of Our Laolao on popular media outlets, such as television public service announcements (PSAs) and print ads that highlighted the stories of campaign champions, regular social media updates, and press releases and media outreach to highlight campaign activities.

Because campaign marketing was designed to focus on individuals, and in particular on their personal relationship with Laolao Bay, the majority of the advertising content was designed to showcase community pride for Laolao through individual actions. For example, PSAs, which featured the voices and the personal experiences of campaign champions at Laolao Bay, concluded with the call to action to "Keep Laolao Bay Litter Free." These PSAs were posted on the campaign website and were aired on KKMP radio station during 30 second spots 100 times per month, for an 18-month period.

Once the reach of the campaign had expanded and the community champion ads had been released for one year, print ad content was used to report back to the community on the benefits of their aggregate effort. For example, one such ad featured an update on the number of people in the community who had pledged to date.

8. Measuring Achievements

To evaluate the overall success of the campaign, measurements were evaluated to identify strengths and weaknesses of the campaign, solidify lessons learned, and inform future campaigns.

The best direct measure available for changing littering behaviors at Laolao Bay was the amount of trash found at the site. In an effort to assess if littering behavior had decreased during the course of the campaign, SeaWeb and Tasi Watch organized regular beach cleanups to collect and record litter data. The Bay was mapped out into three zones to simplify data collection methods, organize volunteers, and account for the different uses/audiences in each zone (e.g. divers, CNMI locals using picnic area, fishermen).

Baseline litter data was collected prior to the campaign launch, during beach cleanups in January 2012 and March 2012. After the launch in March 2012, litter data was collected during five months in 2012 and five months in 2013. In March, June, and July litter data was collected during both years, 2012 and 2013. This data allowed for monthly comparisons between years to account for potential fluctuations in the amount of litter due to changes in user traffic, for reasons such as holidays and favorable weather. For example, direct comparisons cannot be made between litter collection data obtained in January, when it is cooler and fewer people visit Laolao, to data that is collected in the summer months, when more people are at Laolao.

In efforts to measure attitudinal changes related to littering behavior, brand awareness and message recognition and recall were assessed. SeaWeb collaborated with a campaign partner

who was conducting a Knowledge, Attitudes, and Practices (KAP) Survey of households in three villages within the Laolao Bay watershed. Through this collaboration, SeaWeb added survey questions in order to compare data collected in a 2009 study of resource users at Laolao Bay. It should be noted that by the time these questions were incorporated, 190 surveys had already been administered.

9. Did littering behavior at Laolao Bay decrease during the life of the campaign?

Due mainly to the fact that litter data was collected through a largely volunteer effort, there was some inconsistency in data collection methods, timing, and range of area cleaned. For instance, during the course of the campaign there are months where data was not available for all of the designated litter collection zones and litter data was not always collected on the same months in each year to provide comparative periods, as originally planned. However, the data that was collected is considerable and directional inferences can be made.

Based on the assessment of the data, littering was substantially reduced at Laolao Bay as a result of the campaign. The two most illustrative frames for demonstrating impact are (1) comparisons between litter totals collected during the first and second year of the campaign and (2) between the same months during year one (2012) and two (2013).

Year-to-Year Comparisons

Litter decreased by 69 percent in the second year of the campaign, compared to the first year. In detail, the monthly average of litter collected dropped from173.38 pounds in 2012 (excluding the months of January and March, pre-campaign implementation) to 54.44 pounds in 2013.

Month-to-Month Comparisons

Corresponding monthly comparisons showed a substantial decrease in litter collected between years for all three months.

- Compared to March 2012, there was a 69 percent decrease in the amount of litter collected in March 2013 (62.25 pounds in 2013 compared to the 198.12 pounds in 2012).
- Compared to June 2012, there was a 52 percent decrease in litter collected in June 2013 (62.03 pounds in 2013 and 128.48 pounds in 2012).
- Compared to July 2012, there was an 88 percent decrease in litter collected in July 2013 (40.35 in 2013 compared to 336 pounds collected and recorded in 2012).

It is important to note that cleanup efforts (number of volunteers and size of the area being cleaned- i.e. zones) varied between years. In addition, as a result of strong interest in the campaign, an additional zone (zone 4) was added in 2013 – creating a larger area from which to potentially collect more litter – and multiple cleanups (litter collected from the same zone on more than one day per month) were conducted during March 2013 and July 2013. However, despite these additions, less trash was still collected in 2013 than in 2012. Another important change to note was that a grated and/or paved road into Laolao Bay was installed in 2013, increasing accessibility to the Bay. This expected rise in visitation rates did not have a corresponding increase in litter in the comparisons of the amount of litter collected between years.

10. Did awareness, knowledge, and behavior change as a result of the campaign?

- Of the 429 households surveyed in the Laolao Bay watershed, 54 percent stated that they had heard of the Our Laolao campaign.
- Of the 107 of 239 households who stated that they had heard of the campaign, all were able to reiterate the message of resource protection in Laolao Bay. Further, 91 percent directly referenced the "litter-free" message. (Please note that this question was included in the survey after 190 surveys had been administered.)

11. Media and marketing reach in the community

During the course of the campaign, Our Laolao received wide media exposure, which included earned media coverage of activities and events in local newspapers and magazines and radio PSAs. The radio PSAs aired 600 times a month on two stations and one Internet radio station managed by KKMP. There was also substantial promotion from the community through the public display of T-shirts and bumper stickers (568 T-shirts and 496 bumper stickers) and public participation in campaign activities and 47 community events.

Given the strong community-led messaging platform, the campaign was also highly successful in gaining in-kind and earned media. KKMP provided additional and extended airtime for the campaign's PSAs, totaling $9,900. The monetary value for the earned print coverage gained was the equivalent of $6,000. This earned media coverage was an important tactic to leverage the campaign's limited advertising budget, and extend the reach of the campaign's message. Marianas Variety, CNMI's longest-standing newspaper, alone prints an average of 4,000 copies daily and has over 850 daily online readers.

Direct participation numbers were also strong for the campaign. Our Laolao:

- Secured 350 pledges through the Share Your Pledge activity.
- Recruited over 376 volunteers to assist with beach cleanups and/or campaign outreach events
- Directly engaged over 360 individuals through one-on-one conversation and/or presentations during community events.

Of note in online outreach engagement, the Our Laolao Photo Contest, which was designed to boost Facebook visitation rates and activity, resulted in 100 votes submitted by Our Laolao Facebook viewers, and achieved a Facebook Virality rate of 28.6 percent for the post announcing the contest winners. Virality is the percentage of people who create a story – Likes, Comments, or Shares – from a Page post after they've seen it. Not only was the Virality rate for the winners' announcement post the highest experienced during the campaign, but the rate was significantly higher than the average Facebook Virality rate 2.97 percent.

During the campaign, SeaWeb also designed and led more than twenty communication trainings for campaign partners, including workshops to facilitate both media and grassroots outreach aimed at building local capacity.

B. West Maui Kumuwai Campaign

West Maui is located on the western coast of the island of Maui, one of the eight main Hawaiian Islands, which together comprise the largest reef area in the United States. This region encompasses coastal communities stretching from Maalaea Harbor to Honolua Bay, bordered by the West Maui Mountain range to the east. West Maui is a draw to visitors and residents alike who flock to the coast for recreational activities, which include surfing, snorkeling, paddling, fishing, beach going and humpback whale watching. The region also has cultural and historical significance: Lahaina was the capital of the Kingdom of Hawaii, from 1820 to 1845, before it permanently moved to Honolulu.

Research has shown a significant decrease in coral cover at three West Maui sites:
a 76-percent decrease at Honolua Bay; a 23-pecent decrease at Olowalu; and a 33-percent decrease at Kahekili. The Hawaii Coral Reef Strategy identified the coral reef ecosystem along the West Maui coast as a priority management area. In addition, the U.S. Coral Reef Task Force also designated the West Maui Watershed Plan as the priority partnership in the Pacific in 2011. The stated goal for the area is to improve the overall health of coral reefs, near shore waters and watersheds, from the summit of Puu Kukui to the outer reef, incorporating holistic resource management at the watershed or *ahupuaa* level.

With input from NOAA CRCP staff, as well as county, public and private sector partners, SeaWeb selected West Maui as the focal site for the social marketing campaign because of its special designations, as well as the critical need for a strategic communications plan that engages West Maui communities in their role to protect the watershed from nonpoint source pollution. Indeed, the opportunity was ideal to leverage the considerable resources already directed to West Maui watershed management with a powerful social marketing campaign that activates key audiences in support of coral conservation.

1. Focus on Runoff

In focus groups of West Maui residents, findings implicated that the perceive causes of water quality problems in West Maui are large business interests – resorts, developers, big agriculture – and the solutions were perceived as equally large-scale. Thus, a critical component for the campaign was to make people feel that they *can* make a difference. Though some individual watershed actions may realistically have limited benefit on ocean health, the belief that people can through their collective actions matter was a powerful leverage point to build both immediate support for watershed health and a long-term constituency for the large-scale solutions. So a slate of actions were developed so many different people from across the socio-economic array in West Maui could join together in support reef health.

The strategy therefore included elevating individual voices and actions under a branded movement that could ultimately influence larger conversations—from agricultural land redevelopment to political funding prioritization—that affect ocean health in West Maui. The West Maui Kumuwai campaign was ultimately designed an activation point for residents to engage in watershed health.

To determine the campaign "asks" or behavior selections, SeaWeb and the campaign team engaged in dozens of one-on-one interviews with public and private sector experts on Maui to understand the current practices underway that could be negatively affecting the

watershed, and to receive recommendations on the appropriate best management practices for the region. The campaign also closely identified the barriers to taking action. Please note a key tenet of social marketing is that information alone is not sufficient to motivate action as often people often face additional challenges, such as availability or cost. The assessment included input from scientists, landscapers, retailers, university extension agents, Federal, state, and county individuals and more.

The campaign and its key partners decided to focus on polluted runoff behaviors that have one or more of the following criteria:

- A behavior that is likely already adopted/simple to take so individuals can easily perceive themselves as the type of person who is watershed-friendly and prime them to engage in additional positive watershed behaviors.
- A behavior that can, with minimal explanation, be connected with the threat of reef health.
- A behavior that does not have high barriers associated with it, e.g. convenience or cost, such as driving cross-island to dispose of hazardous waste, or buying an expensive product).
- A behavior that can be adopted by a large target audience.
- A behavior that is suspected to have a high impact on contributing to non-point source pollution.

As a result, SeaWeb and the campaign team identified eight behaviors to engage the target audience. Briefly, activation points are focused on lawn care practices, including: fertilizer, pesticide, water use, planting *pono* (righteous), and installing a rain garden, with additional opportunities for those with whom those actions are not applicable, including: disposing of pet waste, car wash practices, and volunteering in the community. More specific recommendations and technical support are outlined within communication materials in Addendum A. For example, how to use fertilizer, what type, when, and where, with special focus on making suggestions that are contextualized for the region.

2. Setting Objectives

Based on findings from market research and with recommendations by the campaign committee, the campaign had the following objectives:

1. West Maui residents understand that they live in a watershed and are aware that actions on land can affect marine resources
2. Provide simple activation points for West Maui target audiences to engage in desirable watershed behaviors.
3. West Maui residents feel that individual action, matched with community efforts, can have a positive affect on the health of marine resources

3. Getting Informed

The first phase of the campaign focused on understanding how key audiences related to the West Maui watershed, their awareness and understanding of the activities that harm or help it, and the possible motivators unique to this community to spur behavior change. This critical step of discovering what issues and values resonate most with the target audience,

before focusing on specific watershed actions to promote coral health, was vital to determining the ultimate goal of the campaign and a detailed campaign strategy.

Over several months, SeaWeb executed a multi-phased market research strategy, which included a landscape analysis of existing watershed research and literature in the region, the recruitment and execution of four focus groups on West Maui, and one-on-one interviews with public and private sector experts to refine the campaign approach and identify barriers to adopting the desired behavior change. The research findings were used throughout the campaign strategy phase and with the Maui-based campaign team.

In parallel with the market research strategy, SeaWeb recruited a Maui-based campaign team comprised of 11 individuals made up of federal, nonprofit, private and community partners. All participated in the campaign on a volunteer basis. Throughout the development phase of the campaign, the team was engaged through a series of strategic planning meetings and formal social marketing workshops to provide feedback and input on key decisions. The campaign team's insight contributed to the development of aspects within the campaign strategy, including the identification of respected community spokespersons and messaging tactics.

4. Target Audience

To encourage West Maui residents to embrace desired behaviors, the campaign placed particular emphasis on targeting early adopters: West Maui residents who already share the values and motivations for improving the health of West Maui's natural resources and their community. These included like-minded individuals, such as those who are interested in or support local environmental organizations, community projects, and/or place significant value in West Maui ocean resources. The intent was to reach out to the individuals who would be the most receptive to the campaign first as a way to gain a more immediate following and encourage others to join.

5. Campaign Theme

Studies have shown that in order to motivate a target audience, the benefit for taking action needs to align with their existing perceptions and motivations (Lefebvre 2013). For example, although the conservation sector is motivated by healthier coral reefs as an obvious benefit of the WMK campaign, to effectively motivate a local audience, they had to go beyond typical coral conservation messages and instead speak to the audience about what mattered most to them. Focus group respondents revealed that activation points were stronger around values such as pride and strength in community, often referencing a close-knit sense of community. They also noted that the beauty of the area and its history, even over other parts of Maui, were important to their decision to live there and potential messaging opportunities.

The campaign's messaging approach in turn looked to leverage the pride of place and simultaneously showcase the beauty of the area. Similar to Our Laolao, the West Maui Kumuwai campaign motivated and inspired others through a positive, emotional pull that communicated that the health of the ahupuaa and West Maui lifestyle is "ours" to protect.

6. Messenger Approach

To showcase that WMK was a community-driven campaign, West Maui Kumuwai engaged active West Maui community members who were already participating in the desired behaviors, to act as WMK champions. The support of these messengers reinforced to West Maui residents that their peer group was engaging in actions to improve ocean health and helped to encourage them to take action as well. The use of spokespersons also often achieves higher message attention and recall (Lee and Kotler 2011).

SeaWeb recruited West Maui residents who volunteered through West Maui Kumuwai or a community partner organization. Campaign messengers included an organic farmer, a family who maintains the community rain garden, a young boy who devotes his Saturdays to planting native seedlings, and a well-known and respected volunteer coordinator for a local conservation organization.

7. Tactics and Tools

Tactics and tools for each of the "asks" were identified with the aim of removing barriers that may inhibit individuals from engaging in the desired behavior and motivate individuals to join the effort.

Highlights include:

- West Maui Community Stories: The campaign developed a regular column featuring the everyday people who make West Maui the unique place that it is; the column ran in *Lahaina News,* free of charge, for four months. These stories featured WMK messengers and highlighted their relationship to the area and what they are doing to protect it. The stories also drew attention to the work of WMK partner organizations and ways people could get involved.
- Website: The campaign website included the ability to make pledges, submit a story, post a photo of their own ocean-friendly yard, and submit an "ask a pro" question to The Maui Master Gardener program, an educational outreach program administered by the University of Hawaii Cooperative Extension Service.
- Social media platforms: Twitter, Instagram, Facebook and YouTube were used to highlight the positive actions of community members, and leverage the power of peer pressure to motivate others to take action. To grow its followers and increase the level of user engagement, SeaWeb ran five Facebook ads over the course of six months.
- Campaign Collateral: In addition to the "I Take Action for my Ocean" public commitment sticker used as an exchange for both personal and landscaper pledges, the campaign developed an eight-page color brochure, and T-shirts.

8. Pledges

Personal pledges were used to encourage commitment to the desired behaviors by West Maui residents. Individuals were asked to select one of WMK's recommended behaviors, write their commitment on a white board, and pose for a photo. The intent in asking residents to pledge was based on studies that show when individuals commit to an action–whether or not they actually engage in it–can lead them to feel that they are the kind of person who engages in that type of behavior. They also will want to show consistency in

their beliefs and actions, which can lead to engaging in a larger, more difficult to accomplish behavior in the future.

Pledge photos were posted to the WMK website to make these commitments public and durable so other individuals can see who's pledged, motivating them to join in the effort and to increase the likelihood that commitments were kept. Pledgers were also given an "I Take Action for our Ocean" sticker to create and maintain community visibility for this action. Pledges were made during community events and via the campaign's website and Facebook page.

8. Programs Aimed to Lower Barriers

The campaign aimed to enhance participation in the desired behaviors by creating programs to lower barriers that may be inhibiting individuals from taking action.

The Ocean Partners Program (OPP) addressed the difficulty that residents may have in choosing pesticide and fertilizer products that are less harmful for the ocean. Through this point-of-purchase program, retail partners helped promote the sale of "Ocean Preferred" products by providing customer support and displaying Ocean Preferred signage throughout the store in the form of shelf-talkers, posters, and stickers on recommended products.

In line with the campaign's messaging approach, the Ocean Preferred shelf-talker, a sign attached to shelves in the yard-care product aisle, was designed to leverage the pride of place that residents feel for West Maui, and create an emotional pull to evoke personal memories related to the ocean. For example, the shelf-talker featured an image of a man plunging into the ocean, with the following copy: "The ocean is where we find peace, adventure, culture, escape, and so much more..." The use of this image and message was intended to evoke an emotional reaction prompting the viewer to consider what the ocean means to them, rather than expose them to forbidding images of an uninviting brown ocean, or side-by-side comparisons of declining coral reef, which can lead to feelings of helplessness or apathy. The sign also prompted customers to "look for the Ocean Preferred sticker," clearly addressing the specific behavior the campaign wanted customers to adopt.

The Yard Service Pledge (YSP) program was developed to reach West Maui residents who live in areas managed by landscape companies, and address the yard-care behaviors of landscapers who manage those areas. More specifically, this program aimed to reduce polluted runoff by asking landscapers to pledge to commit to ten or more of 16 WMK recommended landscape techniques. Pledged landscapers were also asked to inform clients of their pledge by leaving behind a flyer, along with an "I Take Action for our Ocean" sticker for them to display on their curbside garbage bins. The stickers served to show neighbors that their yard was now ocean-friendly and demonstrate the new norm of using a landscaper who had taken the Yard Service Pledge. The program was also designed to give landscapers favorable exposure for their commitment to join the program. These promotion options included their company name on the WMK website, in local newspaper print ads, invitation to participate in WMK events and activities, a digital WMK badge for their website, and WMK stickers for their work trucks and for the curbside waste bins of their clients.

During the development of the YSP program, WMK established a valuable partnership with Maui Association of Landscape Professionals (MALP). In addition to attending MALP meetings and presenting on the YSP program, the campaign surveyed 50 landscapers to ensure that its yard care recommendations were realistic (i.e. that this was a pledge landscapers could actually commit to and follow through with), and also as a way to gain buy-in from the landscaper community and avoid potential negative reactions or perceived threats to the landscaping trade.

The campaign promoted both of these programs through the website, social media platforms, print ads, press releases, and in a campaign brochure to highlight the positive actions of these private sector partners as a way to inspire others to join the programs, and to encourage West Maui residents to shop Ocean Preferred and hire an Ocean-Friendly landscaper.

9. Advertising

SeaWeb ran eight quarter-page color ads in *Lahaina News* over the course of four months. Ads featured various messaging tactics and were designed to create brand awareness and motivate West Maui residents to take action in their yard and in their community. The first two ads portrayed images of campaign messengers with quotes about what they were doing in their community to reduce polluted runoff. The ads conclude with the question: "*What can you do for our ocean?*" as a way to influence positive change within the audience and help them to feel like the "hero" and not the "villain" of the situation.

The second series of ads offered West Maui residents suggestions on ways they could reduce polluted runoff, and prompted them to visit the WMK website to take the Personal Pledge. Ads were attention-getting and light-hearted, highlighted the land-sea connection, and utilized the campaign's various messaging strategies. For example, the "Fertilize your yard, instead of Baby Beach" ad showed a photograph of a popular local beach, and provided rationale for taking action along with recommendations for ocean-friendly yard care. The "Hey car, meet lawn" ad demonstrated the desired action, in this case washing your car on the lawn, through an image of a pickup truck (with a surfboard in the back) parked on the grass. It also provided information on the benefit of collective action, i.e. "if 100 people on West Maui washed their car on the grass, 12,000 gallons of polluted would be kept out of the ocean." The final ad was used as a way to report back to the community and demonstrate to those who had participated in the campaign that they are a part of a successful effort.

10. Media Relations

SeaWeb and the campaign team pitched media opportunities to local news outlets, fostering relationships with two popular newspapers and two local radio stations. Those relationships were leveraged to increase media coverage of WMK programs, volunteers, and WMK partner-hosted events. For example, during the anniversary celebration of a fisheries management area, the campaign hosted Hawaii's First Ever Seaweed Eating Contest, as a way to increase both event participation and media coverage, and draw greater attention to the role of reef-grazing herbivores. This off-beat tactic resulted in front-page coverage by the largest circulating island-wide newspaper, *The Maui News*.

11. Measuring Achievements

SeaWeb developed feedback loops for each campaign tactic with the intent to: 1) identify

strengths and weaknesses to adapt the engagement approach as necessary; 2) provide timely feedback to engaged target to reinforce positive behavior changes; 3) evaluate the overall effectiveness of the campaign.

Due to the large area and number of residents of West Maui, and the relatively short timeframe of implementation for a behavioral change campaign, it was determined prior to campaign implementation that campaign measurements would not include the number of West Maui residents who adopted the desired behaviors during WMK's implementation. Similarly, due to the multiple factors that affect marine resources and the absence of data pinpointing which stressors are affecting West Maui's coral reefs, it was not possible to test West Maui waters for decreased non-point source pollution due to campaign activities. Thus, the campaign measured the public's engagement with the campaign during its ten months of implementation, as well as analyzed the success of programs that were put in place by the WMK campaign.

12. Community Engagement

- 570 individuals directly engaged with the campaign during twelve WMK-hosted and community outreach events.
- Maui community members made 55 Personal Pledges to reduce polluted runoff during campaign events and through the campaign website.
- Through the Yard Service Pledge program, WMK established a valuable partnership with MALP and many of its member landscapers, resulting in newly established collaborations with nonprofits and government agencies.
- After only five months of program implementation, three Maui landscapers pledged to use ocean-friendly yard care practices in the maintenance of 222 acres of residential and commercial properties.
- In the Ocean Partners Program, four retail partners participated in the program, promoting the sale of Ocean Preferred products through product labeling and in-store signage.
- In only four months, 2,000 yard-care products were stickered "Ocean Preferred."
- The exchange between customers and retail staff was instrumental in promoting campaign messaging. Store managers and 50 staff were trained to speak with customers about West Maui Kumuwai and why shopping Ocean Preferred mattered. These campaign ambassadors promoted WMK messages and helped customers participate in the campaign beyond purchasing Ocean Preferred products.
- Only two months after the OPP program launched, SeaWeb received unsolicited requests from two retailers to join the program. These store managers learned about the program –and its benefits—from a fellow store manager already participating in the program.

13. Website and Social media

- After only five months, the WMK website had 630 unique visitors. (Note: The full website went live five months after the campaign launch.)
- On average, viewers spent seven minutes and thirty seconds on the site, which is two minutes and thirty seconds longer than average, according to Google. This indicates

that the campaign was successful in designing the site to serve as an interactive resource that held viewers' attention.

- Twenty-four percent of online website referrals came from WMK social media, with the majority (85 percent) from Facebook.
- Facebook ads had a large impact on online engagement, contributing to 66 percent of the 610 Facebook Likes. For instance, WMK's Facebook account received on average 130 Likes/month during months when an ad was employed, whereas months without ads received an average of 20 Likes/month.
- During the course of the campaign, WMK's Facebook users moved beyond "liking" the page, to engage more directly by clicking on provided links, commenting on posts, and sharing content.
- West Maui Community Stories were successful in directing people to the WMK website. Following the publication of each of the four Community Stories in *Lahaina News*, there were noticeable spikes in website visitation, including direct web referrals from stories published online. The Real People, Real Stories page on the WMK website also had the highest visitation rate at 7 percent; in detail: 340 unique page views out of a total of 4,549 website views, with the exception of the homepage, which received 848 unique views and had a 19-percent visitation rate.

14. Message Penetration

- 510 T-shirts were handed out during WMK community events, and 500 stickers were given to individuals who pledged and/or shopped for Ocean Preferred products.
- In nine months, the campaign gained $20,000 in earned print coverage in *Lahaina News* and *The Maui News*. These articles, featuring WMK programs, events, and volunteers, reached over 30,000 Maui readers per issue.
- On three separate occasions, the campaign attained front-page coverage in both *Lahaina News* and *The Maui News*.
- After only eight months of campaign implementation, WMK was selected by *The Maui News* as one of five "People Who Made a Difference in 2013." This recognition for community contribution from a reputable news organization served to further legitimize the campaign and demonstrate to WMK participants that they are part of a winning effort.

The campaign also designed and led five communication trainings for campaign partners, and held several meetings to support media and grassroots outreach aimed at building local capacity.

III. Lessons Learned

As a pilot program, developing a new social marketing campaign model for US coral jurisdictions, there was a wealth of knowledge gained, in understanding how to structure and develop campaigns, how to support them with often limited human resources, and what tactics are most effective.

The following is a brief list of high level learning from the campaigns.

A. Our Laolao Campaign

What Worked

- Researching litter case studies offered insights into barriers/behaviors that were tested in market research with the target audience (e.g. convenience of infrastructure, presence of litter increases when litter is present), which aided in campaign strategy development.
- Recruiting well-known and respected messengers to distribute messages, gave almost immediate validation to the campaign and call to action.
- Integrating storytelling into the campaign message was an effective way to engage audiences in the campaign, and also provided a great way to solicit their own narratives, which were enthusiastically shared.
- Utilizing activities designed to stretch limited marketing dollars resulted in earned media and word-of-mouth (e.g. developing creative, unconventional messages/tactics).
- The investment in local capacity building not only creates the opportunity for outcomes beyond the project life, but also ensures that campaigns have the local sensitivities critical to successful messaging and outreach.

What Was Learned

- It was important to celebrate even small gains in the campaign and give immediate reinforcement for behavior, to communicate that individuals are making a difference, even if that difference is simply people volunteering their time. Updates on campaign achievements were not communicated to target audiences until roughly one year after the campaign was launched.
- The campaign had realistic goals, but measurement posed a challenge. While formative research was adequate, process and summative research could have been more robust. The lack of a solid pre-campaign litter data set and a systematic and regular litter data collection process made assessing the success of the campaign during and post implementation challenging.
- Keep media exposure of the campaign fresh and exciting. Campaign champion radio PSAs were on air for several months, and understandably, community members commented that they were tired of hearing the same recordings.
- Entering into a more formal agreement with partner agencies, wherein roles and resource commitment for each agency/organization was clearly defined, and a point person from each agency officially designated, would have helped in maintaining consistent campaign support.
- Turnover in employees is not uncommon in any region and was a challenge for this campaign. Investing in training for a wider group of staff engaged in social marketing strategy is critical to ensure that the campaign continues to employ strategic approaches despite turnover.
- Campaign strategies must be realistic, particularly considering an often lack of resources in the conservation sector and a tendency for productive individuals to be tapped for multiple initiatives simultaneously

B. West Maui Kumuwai

What Worked

- Researching watershed campaigns throughout the U.S., and speaking directly with campaigners proved extremely valuable for the campaign, from contributing to barrier-removal programs, to gaining ideas for advertising content.
- The use of messages that personally resonate with the audience successfully drew attention to issues that may not have otherwise garnered interest, such as motivating residents to keep the ocean healthy for recreational purposes (e.g. surfing, etc.) versus for coral reef biodiversity.
- By reaching out to unconventional partners, retail stores, and landscape companies, (who could have had adverse reactions to the campaign) and making them supporters and spokespeople for the campaign, both message reach and program legitimacy was gained.
- The use of attention-getting tactics (e.g. Hawaii's first-ever seaweed-eating contest) increased event participation and media coverage, ultimately drawing greater attention to issues and the campaign message.
- Creating authentic stories about community leaders or nonprofit organizations resulted in complimentary earned media which helped to promote campaign messaging, and helped build relationships with partner organizations, who were excited about the prospect of their efforts receiving media exposure.
- Taking the time to develop relationships with media contacts, such as meeting with contacts, providing support materials, and offering exclusives, greatly helped in securing earned media.
- Flexible advertising, such as Facebook ads, allowed for increased message exposure on a small budget.

What Was Learned

- Working with smaller, more autonomous businesses can pay off. When developing the Ocean Partners Program, WMK found it surprisingly easy to build partnerships with local "mom and pop" retail stores. Conversely, managers at larger chain stores needed corporate approval for marketing-related promotions, and partnerships were ultimately not secured.
- Invest time into establishing relationships with private sector partners. While landscapers were receptive to the Yard Service Pledge program and invited WMK to participate in their events, getting individuals to actually take the Yard Service Pledge required many face-to-face interactions before pledges were made.
- The audience can be apprehensive to engage in the desired behavior if they are unsure if they can adequately commit, or they are largely unfamiliar with what is required. For example, West Maui residents approached to take the Personal Pledge during community events hesitated at times, perhaps because they were provided with too many behavior options to choose from. However, this could also have been due to these behaviors not being applicable to participants (i.e. they don't have a yard, car to wash, or dog to pick up after). Note: This is speculative, and the reason for not pledging should be asked/tested.
- When pursuing these type of sophisticated communications initiatives, it is difficult to build consensus quickly on the core issue. Local partners often focus on the most

critical issue, including issues that are potentially unwinnable. Considerable time was spent in Hawaii determining the focus of a campaign, thus shortening the implementation period. In future efforts, it would be wise to have some consensus and buy-in prior to the onset of the project to minimize planning time.

C. Anecdotal Outcomes

In addition, to formal campaign measures, anecdotal feedback was quite valuable in assessing the effectiveness of the campaigns. The anecdotes help paint a more vivid picture of the traction these innovative campaigns created in each jurisdiction, where these type of iconic, locally-championed campaigns had not been pursued with this level of sophistication. The anecdotal reports from campaign team members in particular further validate the approach and efforts.

The following provides some of those illustrative anecdotes.

Our Laolao

- The Vice President of KKMP, the local radio station who produced and aired the campaign PSAs and the Our Laolao radio show, became an important advocate for the campaign, providing additional and extended airtime at no extra cost.
- At the campaign launch, Saipan Lieutenant Governor Eloy S. Inos applauded the campaign, saying: "The Our Laolao campaign is a prime example of efforts to inspire and empower community members to actively participate in conservation efforts. The campaign demonstrates the difference we can make when a community comes together for a good cause."
- Campaign team member said on the capacity building built into the campaign process: "One of the strongest lessons learned from the Our Laolao Campaign is the importance of clear and dynamic branding."
- Campaign team member said on capacity building: "As a result of the radio show with KKMP, staff is now more comfortable working with the local radio stations, hosting shows, pitching campaign related ads, etc."
- Campaign team member said on capacity building: "The RARE campaign coordinator is using a similar pledge board concept for her Laolao Pride Campaign to the one that was developed for the Our Laolao campaign."
- CNMI partner agency staffers used value-based messaging that was developed in the Our Laolao campaign workshop in a documentary about Laolao Bay, which demonstrated new aptitude for strategic messaging.
- A new initiative developed because of Our Laolao: San Vicente Elementary School sixth graders have an annual cleanup at Laolao beach and have dedicated their future cleanups as part of the Our Laolao campaign.
- After serving as a campaign spokesperson, Roman Benavente, successfully secured a seat on the CNMI House of Representatives. Many campaign team members commented that it was his involvement in Our Laolao that prepared him for this role and catalyzed his new leadership in policy.

West Maui Kumuwai

- Campaign team member said on campaign recognition in community: "People have been impressed with quality of the ads; they are competent, and do a nice job of blending in with the community feel of West Maui."
- Campaign team member said on campaign messaging: "Everyone is talking about rain gardens, right now. People are understanding what a rain garden is, we don't have to explain it, and I think that's because of the campaign."
- Campaign team member said on capacity building: "The social marketing campaign changed the way I've thought about campaigns. I feel energized and ready to go after the meetings, like I know what to do next."
- Campaign team member said on capacity building: "[Social marketing] validated what I was doing. It's very difficult to do behavior change, but I've been at least approaching the messaging the right way."
- Campaign team member said on capacity building: "Seeing how social marketing can really work, from having a concept then watching it in reality, has been really impressive."
- After a "West Maui Community Stories" article was published featuring two volunteers from the nonprofit Maui Cultural Lands, WMK received numerous calls and emails from individuals who wanted to join a community-planting event described in the story. Typically, the organization receives 20 volunteers, but as a result of the story, experienced 50 participants. One woman who had lived on West Maui for forty years left the campaign team a compelling voicemail, in which she said, "I saw the story. I need to help, I want to get involved… in this part of Hawaii, the spirit is like no other." She was one of the 50 at the event.
- Regarding the Ocean Preferred Products program:
    - One Ace Hardware manager noted, "After the program was announced in the paper, customers were coming in asking for Ocean Preferred products." The same manager shared his motivation for allowing the campaign to market products at no cost: "I remember as a boy going diving with my cousins. The water was clear and the coral was vibrant and colorful, unlike today. As a father of two and having lived on Maui almost my entire life, I want to be a part of the solution."
    - Anecdotal reports from customers demonstrated that the Ocean Partners Program was successful in helping shoppers identify and purchase ocean-friendly yard-care products. West Maui resident, Julie Merrick shared her shopping experience with a campaign partner: "I was in Ace Hardware Lahaina debating about what fertilizer to buy and I noticed a Ocean Preferred sticker. It really helped, and was the deciding factor in my purchase."
    - From campaign team member: "Campaign in Ace is working really well. Heard from several people that it was their decision maker."
- WMK T-shirts were seen throughout the Islands, showcasing campaign support:
    - Participants leading the Maui Whale Festival Parade, a popular West Maui community event, wore WMK T-shirts during the parade to demonstrate their support of the campaign.

- The administrator for the Division of Aquatic Resources commented to a SeaWeb staffer that he wore his WMK shirt on an Oahu hike, and passed another woman wearing the shirt on the trail.
- A Lahaina member of a community-based nonprofit wore his WMK T-shirt to a meeting with roughly 50 members of community-based nonprofits.
- A Sierra Club leader from Maui wore her T-shirt to an executive committee meeting with all Island board members present.

IV. Recommended Next Steps

At the time of this report (June 2014), SeaWeb has fully transitioned the Our Laolao campaign to its CNMI partner organization, MINA, which had been involved with the campaign since it's inception and had extensive experience managing community-based programs and conducting community outreach through the Tasi Watch program. As part of this transition, Our Laolao's part-time assistant campaign coordinator worked part-time as the outreach coordinator for MINA, so many campaign activities had already been naturally aligned with the organization's work plan.

For West Maui Kumuwai, through a discussion with campaign partners, and an evaluation of campaign metrics, it was determined that the campaign was currently in the awareness stage, where the community demonstrates brand recognition, knowledge of issues, and familiarity with campaign messaging. Thus, the next step for the campaign was to move audiences into the engagement phase, where a greater number of community members were participating in WMK activities and making pledges to adopt WMK recommended behaviors. SeaWeb recommended hiring a project manager to continue the campaign for a one year time period, in close collaboration with existing partners. Local partners have supported that recommendation and funding is currently being sought to allow for this position and continuation of the campaign.

In summary, both campaigns at the closing of the project were on a path to amplify the successes of this pilot project. Both campaigns, beyond the core campaign objectives around behavioral change, had also seeded a larger community constituency that was organized through the campaigns and could play an expanded role in future efforts to improve resource health in both target sites.

In addition, as an output of the project, a practical and an effective model for social marketing in US coral jurisdictions was effectively developed and demonstrated under this Cooperative Agreement, as originally designed. The case studies and campaign materials attached in Addendum A provide insight into how to create follow-on campaigns in each jurisdiction and new jurisdictions. The input and guidance from the local leadership and staff that supported the Our Laolao and West Maui Kumuwai campaigns will also be valuable for future efforts.

However, any future efforts should be carefully considered within the already high workloads of the conservation sectors in any jurisdiction as this was the most significant barrier to success to both campaigns. In addition, future efforts should be thoroughly vetted prior to the onset of the project, with ample time for local consensus building for a social marketing initiative, including establishing roles and responsibilities across local government

agencies. This consensus building period should include a robust and social marketing expert facilitated discussion on the selection of a campaign focus. This will accelerate the campaign development period and maximize campaign implementation time in any project.

SeaWeb recommends that NOAA CRCP prioritize this type of activity by embedding it as critical components of any initiative it pursues around resource management in the future and that it also prioritizes such initiatives in its own grant making moving forward. The health of US coral reefs depends on a layered strategy that includes more innovative ways to engage the public around becoming both stewards and advocates for actions at all levels. This pilot project provides a roadmap for such layered strategies that can be integrated with local and national priorities and work plans. The pilot project also clearly demonstrates the value of doing so.

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APPENDIX A: Coral Reefs: Communicating Their Value, Safeguarding Their Future

A. Our Laolao Materials

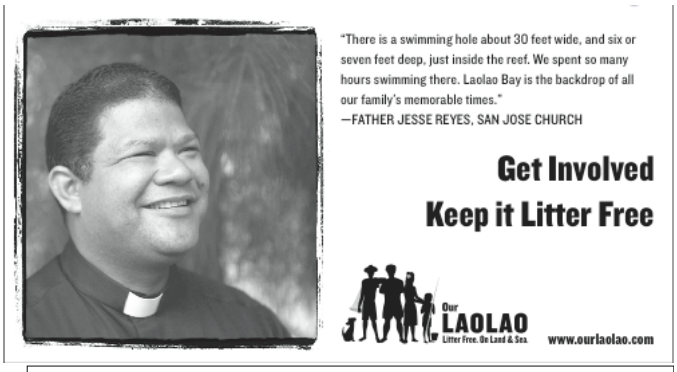
A1. Logos

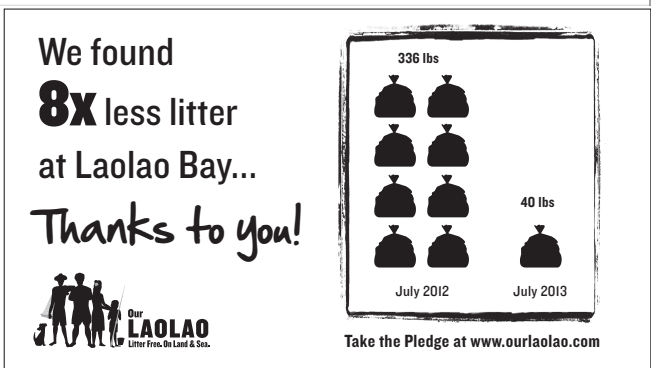
A2. Personal Pledges

A3. Brochure

A4. T-Shirts

A5. Advertisements - Print





Advertisements - Movie

A6. Guerilla Marketing

A7. Bumper Sticker

B. West Maui Kumuwai Materials

B1. Logo

Personal Pledge

B2. Public Commitment Sticker

B3. Personal Pledge Display

B4. Brochure

8 WAYS TO REDUCE POLLUTED RUNOFF IN YOUR YARD AND IN YOUR COMMUNITY

1 USE FERTILIZER WISELY
- **Test your soil** to find out if you need fertilizer in the first place.
- **Choose organic or slow-release products**, the latter keeps nutrients in your yard by releasing them gradually over time.
- **Follow the fertilizer label** to make sure you are applying the appropriate amount; excess fertilizer can actually harm your plants.
- **Keep fertilizer off paved surfaces**, to prevent it from being washed into storm drains or waterways.

2 HANDLE PESKY PESTS RIGHT
- **Keep a close eye on your plants** to spot any problems early on.
- **Try non-toxic methods first**, like washing pests off with water or using a home-made insecticide, made with one teaspoon of liquid soap and one quart of water.
- **Choose chemical-free pesticides** with natural ingredients, such as neem or pyrethrum.
- **Spot treat affected plants** and avoid blanket applications.

3 PICK UP AFTER YOUR POOCH
- **Pick up pet waste and put it in the garbage bin** before water washes it away. Pet waste contains bacteria, viruses, and parasites that are unhealthy for humans and marine life alike.

4 WATER SMART OUTDOORS
- **Use a drip irrigation system**, which delivers water directly to your plants and allows you to control how much water is distributed.
- **Make sure your sprinklers are only watering things that grow**
- **Water before 10am** to reduce water loss from evaporation.
- **Water less often**, but for longer periods to promote root growth.

5 PLANT PONO
- **Plant native or non-invasive species** that will thrive in your yard's natural conditions. Consider factors like water availability, sun exposure, and soil type.
- **Use mulch**, such as compost, which retains moisture around plants, adds nutrients, and prevents weed growth.

6 INSTALL A RAIN GARDEN
- **Capture runoff and naturally filter out pollutants** before they reach the ocean with this sunken landscape of plants, soil, and mulch. Rain gardens can also help protect your property from flooding and erosion.

7 CAR WASH LIKE A GREENIE
- **Take your car to a car wash**, where filters and drains lead to the sewer system, or **wash it on your lawn**, where grass and gravel can help absorb water and filter out pollutants.
- **Avoid washing it on paved surfaces**, where dirty water will likely end up in a storm drain – and go straight into the ocean.

8 LEND A HAND
- **Pitch in on community projects** with local organizations such as Division of Aquatic Resources Maui, Coral Reef Alliance, Hawaiian Islands Humpback Whale National Sanctuary, Maui Cultural Lands, Maui Nui Marine Resource Council, Save Honolua Coalition, Surfrider Foundation - Maui, West Maui Ridge to Reef Initiative, West Maui Mountain Watershed Partnership, and more. Go to our Web site to find more details.

Take the Pledge to reduce polluted runnoff at
WESTMAUIKUMUWAI.ORG

Want Some Help?

OCEAN–FRIENDLY YARD CARE PRODUCTS
West Maui Kumuwai is making it easier to choose fertilizer and pesticide products that are less harmful to our marine environment. Look for products labeled "Ocean Preferred" at Lahaina Ace Hardware, Pukalani Ace Hardware, and at Hawai'i Grower Products. For an up-to-date list of products and participating retailers, go to WestMauiKumuwai.org.

LANDSCAPE PARTNERS
Need a landscaper? These Maui landscaping companies have taken our "Yard Service Pledge" which means they've committed to using ocean-friendly practices.
A Nutt Nurseries - mauinutts@aol.com
Mauiscapes, LLC - mauiscapes@gmail.com, mauiscapes.com
E'Scapes - ForTheLoveOfPlants@hotmail.com
Go to WestMauiKumuwai.org for an up-to-date list of our Landscape Partners.

YARD CARE Q & A
Got a question? The green thumbs at the Maui Master Gardener Program are eager to answer your yard woes. Contact them at 244-3242, ext.228

Yard Service Program

B5. Digital Badge for Landscaper Web sites

B6. Letter for Homeowners

Big news! Your landscaper has pledged to use ocean-friendly yard care practices on your property.

We couldn't be more proud, and thought you'd be too.

What's the Yard Service Pledge?
The Yard Service Pledge is a landscape program aimed at reducing the amount of pollutants entering our ocean. Your landscaper has committed to ten or more landscape techniques that will stop polluted runoff before it starts.

What is Polluted Runoff?
When we over irrigate our lawn, or when it rains, water can run off to lower areas, and make its way into our streams and ocean. On its journey, water can pick up and carry substances from hard surfaces, such as driveways or roads, which can cause harm to marine life, and ultimately affect our unique Maui way of life. (And that's no good.)

Will the Look of My Yard Change?
Not to worry. We bet you won't see any major changes in the appearance of your landscape. Your landscaper's commitment, however, can make a big difference in the health of our ocean—and we think that's swell. (Get it?)

Is There Anything I Can Do To Help?
We're glad you asked. To celebrate your landscaper's pioneering ways, display the "I Take Action" sticker on your curbside garbage bin (or another visible spot near your yard). This show of support lets your neighbors know that your yard is ocean-friendly—and you're proud of it! If you'd like, send us a photo of your yard at westmauikumuwai@gmail.com and we'll share it with others! Want to do more? Go to our website to find ways you can take action on your own.

Who are We?
West Maui Kumuwai was named "The Maui News 2013 People Who Made a Difference." We're a coalition of individuals, business, and organizations focused on reducing land-based sources of pollution to protect our ocean and our unique West Maui way of life. We offer ways in which you can take action to curb these pollutants at home, in your yard, and in the community. Join us! **WestMauiKumuwai.org**

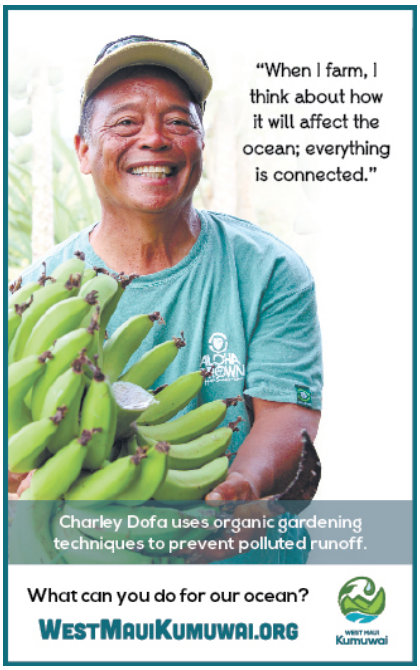
WEST MAUI Kumuwai
A MOVEMENT FOR OCEAN HEALTH

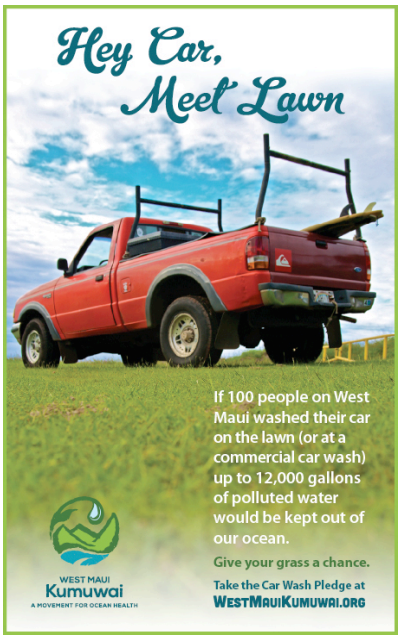
Ocean Partner Program

B7. Retail "Shelf-talker"

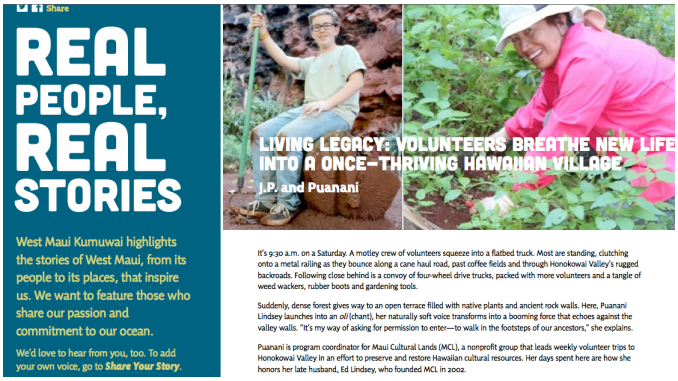
B8. Retail Product / Shelf Stickers

B9. Advertisements – Print





Storytelling Examples & Media Engagement

B10. WMK named "2013 Maui News People Who Made a Difference"

B11. Real People, Real Stores, website page